



LRS Project Update

Information Systems Commission Meeting of November 2, 2015

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County of Los Angeles

Department of Public Social Services

Agenda



- LRS Project Status
- Pilot Results To Date
- LRS in 2016: The Rollout
- LRS Functional Overview and Sample Screenshots
- LRS Technical Features

LRS Status & Progress



- **May 2013:** requirements validation with all project stakeholders was completed.
- **March 2014:** general, technical, and functional design of the LRS was completed.
- **March 2015:** build and unit test of all LRS components were completed.
- **August 2015:** User Acceptance Test was completed.
- **September 2015:** LRS went live at pilot sites.

Pilot Sites



❖ Public-Facing Offices

- Rancho Park (315 Trained)
- South Central (188 Trained)
- Greater Avenues for Independence (GAIN) Regions I and IV (145 Trained)
- Customer Service Centers I, II, and III (279 Trained)

❖ Administrative Offices

- Over 300 trained
- Appeals and State Hearings
- Welfare Fraud Prevention and Investigations
- Management Information Evaluation Section
- Line Operations Division
- Bureau of Policy and Program
- Fiscal Operations Division

Pilot Cutover Metrics



- **LRS Went Live at 8:00am on Tuesday, September 29th**
 - **Converted 624 Million Records**
 - **558,260 Persons**
 - **529,101 Cases**
 - **167,529 Active**
 - **20,302 Pending**
 - **341,270 Inactive**
 - **228,495 Active Programs**
 - **15,185 CalWORKs**
 - **10,826 General Relief**
 - **56,632 CalFresh**
 - **131,436 Medi-Cal**
 - **14,416 Other (GAIN, GROW, etc.)**
 - **9.5 Million Client Correspondence PDFs**

LRS – The First Four Weeks



- LRS is currently used handle approximately 8% of the County's caseload.
- In the first four weeks since going live, LRS has:
 - Received over 8,000 applications (1,800 through electronic channels)
 - Issued over \$23 million in benefits
 - Processed over 8 million online transactions
 - Recorded 99.2% uptime

Pilot Effectiveness



- ❖ The majority of users reported that the WBT modules, job aids, and desk guides were effective in preparing them for their job roles in the new environment. Additional feedback included:
 - Intuitive and modern web-based user interface
 - Ease of use
 - Clean design and layout of LRS.
- ❖ Minimal customer impact
 - Clients in lobbies are processed as quickly as prior to the pilot
 - ☐ Quick issuance EBT
 - ☐ Model Office Implementation
 - ☐ POS Scanning
 - ☐ Self Service Stations
 - ☐ Lobby support staffing helped guide customers to the right area

Challenges & Lessons Learned



- ❖ Manage Personnel functions for user roles and security rights proved to be very complex. Rather than attempt to convert security data from LEADER, the Project will work directly with the District staff to document and input staff information, including roles and security rights.
- ❖ Benefit Match processing will have the opportunity to improve processes, alignment capacity and provide more resources to meet the demand.
- ❖ The LRS Project will work closely to improve converted linked cases to align with LRS units in district offices
- ❖ Pilot training included Process Training followed by a separate Web-Based Training for system functionality. For the rollout, this will be modified to provide a more integrated training experience and combine the Process training with the WBT delivery.
- ❖ During the rollout, district offices will retain additional LEADER workstations to facilitate the resolution of benefit mismatches.

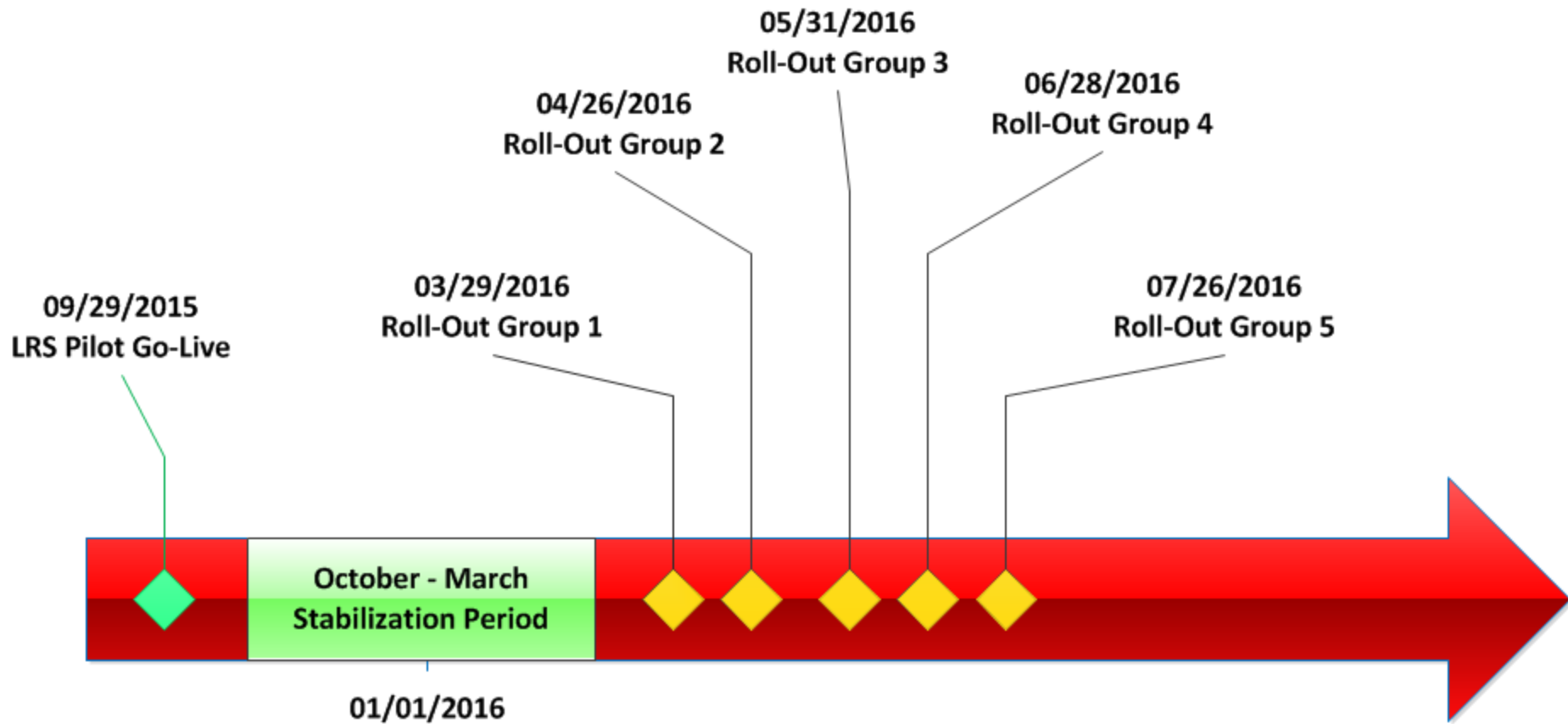
LRS – The Next One Year



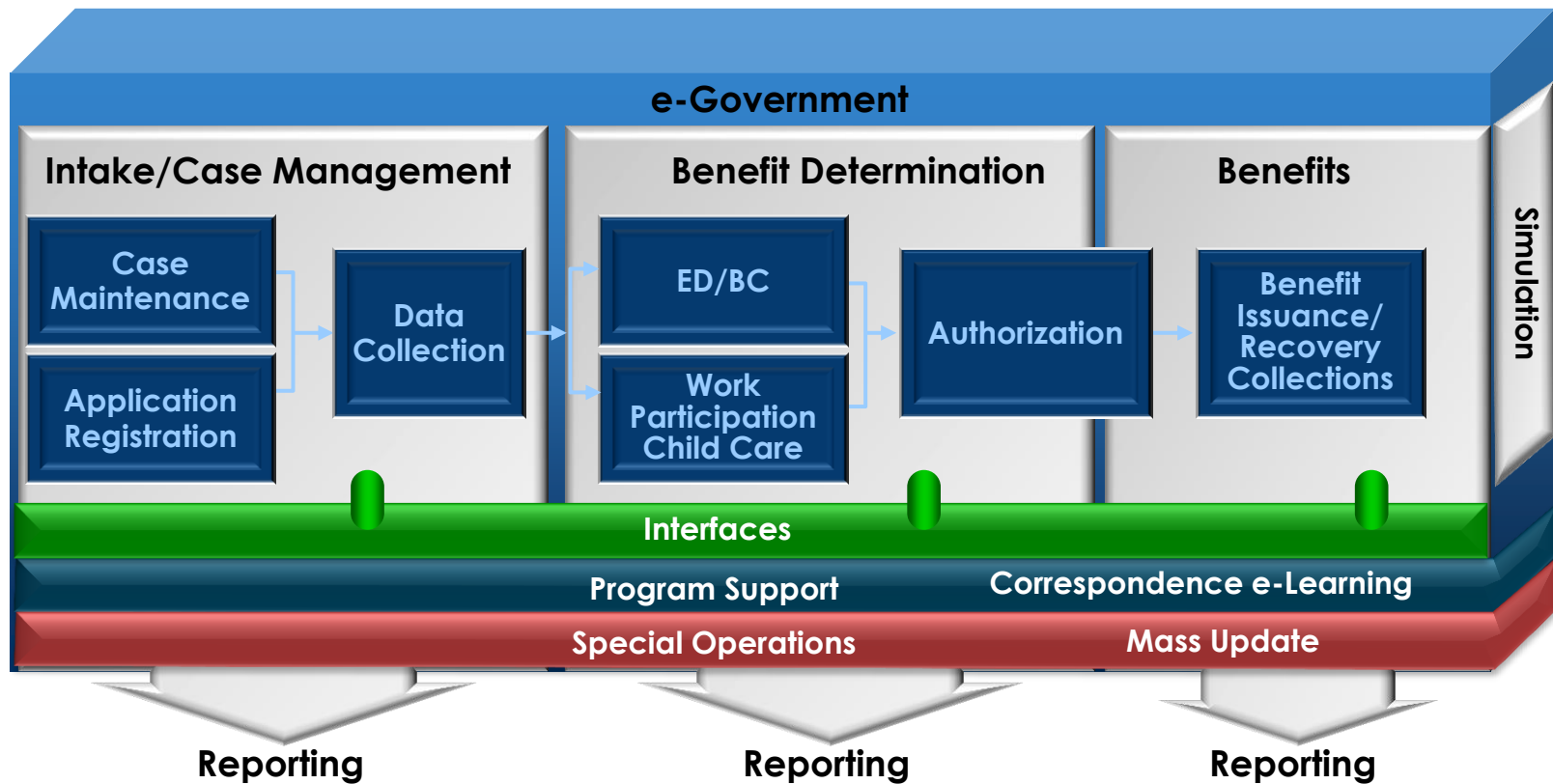
- Convert remaining offices in five rollout groups beginning February 2016
- Train and on-board the remaining 11,000+ workers per rollout schedule
- After County-wide go-live in August 2016, LRS will be used by 14,000 users to serve 3.2 million clients, and will issue \$3.5 billion benefits annually.

| Project Phase Calendar Month | Start | End | Status | 2014 | | | | | | | | | | | | 2015 | | | | | | | | | | | | 2016 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| | | | | 21 | | | 24 | | | 30 | | | 33 | | | 36 | | | 39 | | | 42 | | | 45 | | | 48 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| General Design (Technical) | 5/1/2013 | 9/27/2013 | 9/18/2013 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

LRS Implementation Timeline



High Level Business Concept



LRS Welcome Screen



LRS

System Test 3

Case Info Eligibility Empl. Services Child Care Resource Database Fiscal Special Units Reports Client Corresp. Admin Tools

Journal Reminders Help Resources Page Mapping Log Out

Welcome! Test UserOne

Worker ID: 19AS1992A1

Case Number:

Tuesday, October 13, 2015

| ▼ Announcements | Type | Date |
|-------------------------|------|------|
| No Announcements Today. | | |

| ▼ My Tasks |
|-----------------|
| Overdue 19 |
| Due In 5 Days 0 |

LRS

▼ LRS Business Intelligence

[DPSSTATS Data Warehouse Homepage](#)

| ▼ My Assignments |
|-------------------------------------|
| Cal-Learn 1 |
| Welfare to Work 3 |
| General Assistance/General Relief 3 |
| CalFresh 17 |
| Medi-Cal 13 |
| CalWORKs 33 |

| ▼ My Reminders | Due Date |
|----------------|----------|
|----------------|----------|

This [Type 1](#) page took 1.19 seconds to load.

Navigating in LRS



Application Registration - x

pdylvscsec03.lacrs.org:7781/c-iv/utilities/CaseCopy/list?webcontent/Template.jsp?menu=CaseCopyList&taskNavFlag=true&ctxSelectedLocal=workerAssignment&ctxSelectedMain=caseInformation#

Apps Bookmarks DPSS Links Junos Pulse Secure ... County of Los Angel... LRS CalHEERs Sharepoint County LRS Project ... Environments - Dev... Suggested Sites Login - Oracle Acce... PMO SharePoint Policy List - The Chr... Policy List - The Chr... Set Chrome policies...

LRS
Training

Journal Reminders Help Resources Page Mapping Log Out

Case Info Eligibility Empl. Services Child Care Resource Databank Fiscal Special Units Reports Client Corresp. Admin Tools

Application Registration Summary

* - Indicates required fields

Source: App Date: * 09/19/2015 Case Num

App Site:

Application Number:

Last Name: * First Name: * MI:

Other Names: (Maiden, Nicknames, ETC.) Gender: * - Select -

Home Address:

Street Number and Name: Apt#: City:

Mailing Address: (If different from above.)

Street Number and Name: Apt#: City:

SSIAP Workload Inventory

Referral Inventory

State Hearings

GR/GROW Hearings

ADH

Special Investigations

Quality Review

Error Prone

IEVS Abstracts

WPR Sample

SFIS Search

SSIAP

Save and Return

Security Number:

th:

ZIP Code:

ZIP Code:

pdylvscsec03.lacrs.org:7781/c-iv/utilities/CaseCopy/list?webcontent/Template.jsp?menu=CaseCopyList&taskNavFlag=true&ctxSelectedLocal=workerAssignment&ctxSelectedMain=caseInformation#



Task Management Screen



LRS

System Test 3

Journal

Reminders

Help

Resources

Page Mapping

Log Out

Case Info

Eligibility

Empl. Services

Child Care

Resource Databank

Fiscal

Special Units

Reports

Client Corresp.

Admin Tools

Worklist

Case Number:

Person Search

EBT Account Search

Application Registration

Case Copy List

Worklist

* - Indicates required fields

Task Category:

Status:

Case Number:

Organization Level:

Organization Number: 19AS1992A1

Organization Name: Test.User1

Due Date

From:

To:

Results per Page:

Search Results Summary

Results 1 - 19 of 19

| Activity Name | Worker ID | Case Number | Status | Assigned Date | Due Date | |
|---|------------|-------------------------|----------|---------------|---|-------------------------------------|
| <input type="checkbox"/> New Assignment-Program | 19AS1992A1 | 2070669 | Assigned | 05/05/2015 | <input type="text" value="05/10/2015"/> | <input type="button" value="Edit"/> |
| <input type="checkbox"/> Schedule RE Appointment/Generate RE Packet | 19AS1992A1 | 2064819 | Assigned | 06/23/2015 | <input type="text" value="05/15/2015"/> | <input type="button" value="Edit"/> |
| <input type="checkbox"/> Schedule RE Appointment/Generate RE Packet | 19AS1992A1 | 2064819 | Assigned | 06/23/2015 | <input type="text" value="05/15/2015"/> | <input type="button" value="Edit"/> |
| <input type="checkbox"/> Schedule RE Appointment/Generate RE Packet | 19AS1992A1 | 2064819 | Assigned | 06/23/2015 | <input type="text" value="05/15/2015"/> | <input type="button" value="Edit"/> |
| <input type="checkbox"/> Schedule RE Appointment/Generate RE Packet | 19AS1992A1 | 2064819 | Assigned | 06/23/2015 | <input type="text" value="05/15/2015"/> | <input type="button" value="Edit"/> |
| <input type="checkbox"/> Schedule RE Appointment/Generate RE Packet | 19AS1992A1 | 2064819 | Assigned | 06/23/2015 | <input type="text" value="05/15/2015"/> | <input type="button" value="Edit"/> |
| <input type="checkbox"/> Schedule RE Appointment/Generate RE Packet | 19AS1992A1 | 2067061 | Assigned | 06/23/2015 | <input type="text" value="05/15/2015"/> | <input type="button" value="Edit"/> |
| <input type="checkbox"/> Schedule RE Appointment/Generate RE Packet | 19AS1992A1 | 2067061 | Assigned | 06/23/2015 | <input type="text" value="05/15/2015"/> | <input type="button" value="Edit"/> |

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14

LRS Features

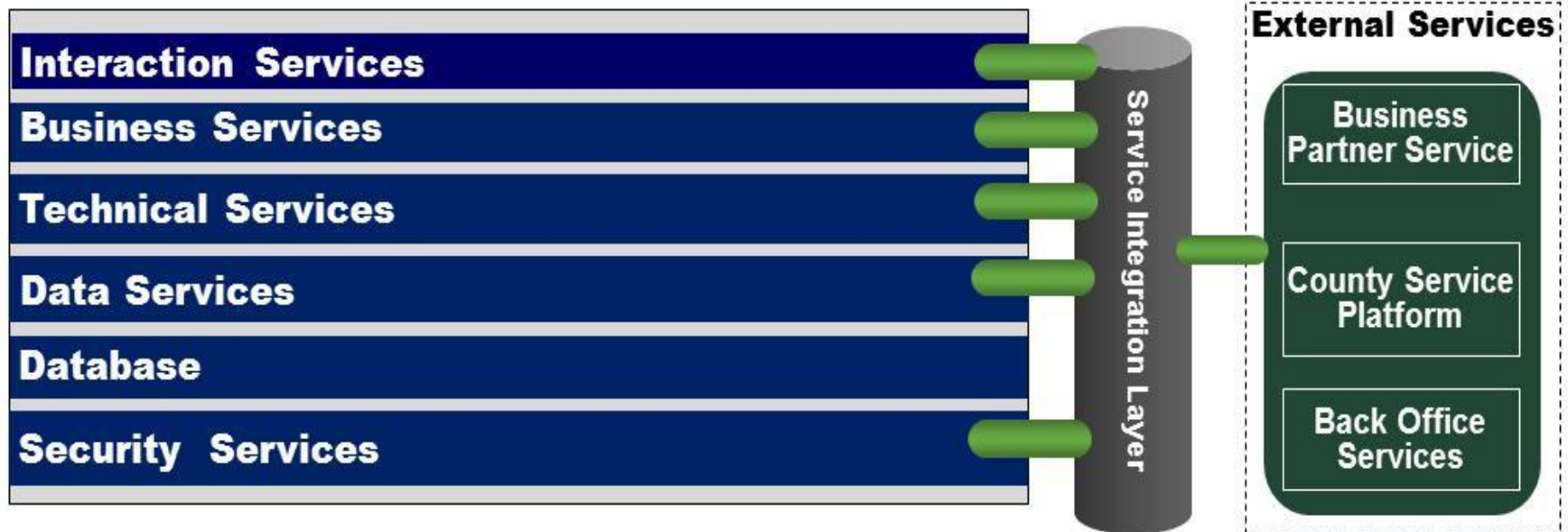


- Leverages modern **Service Oriented Architecture (SOA)** platform technologies, consistent with architectural standards and direction of State and Federal oversight agencies
- Integration of **Business Process Management (BPM)** tools to streamline the deployment and maintenance of the Department's reengineered workflows/business processes
- Integration of a **business rules engine** to automate the policies for eligibility determination and benefit calculation for CalWORKS, CalFresh, MediCal, General Relief, Refugee Cash Assistance, Cash Assistance Program for Immigrants, Foster Care, KinGap and Adoption Assistance
- Enhanced **business intelligence and data warehouse** capabilities to provide near real-time information surrounding key metrics and performance indicators
- Replaces **17 legacy systems/applications (DPSS & DCFS systems)**

Design Considerations: Architecture Reference Model



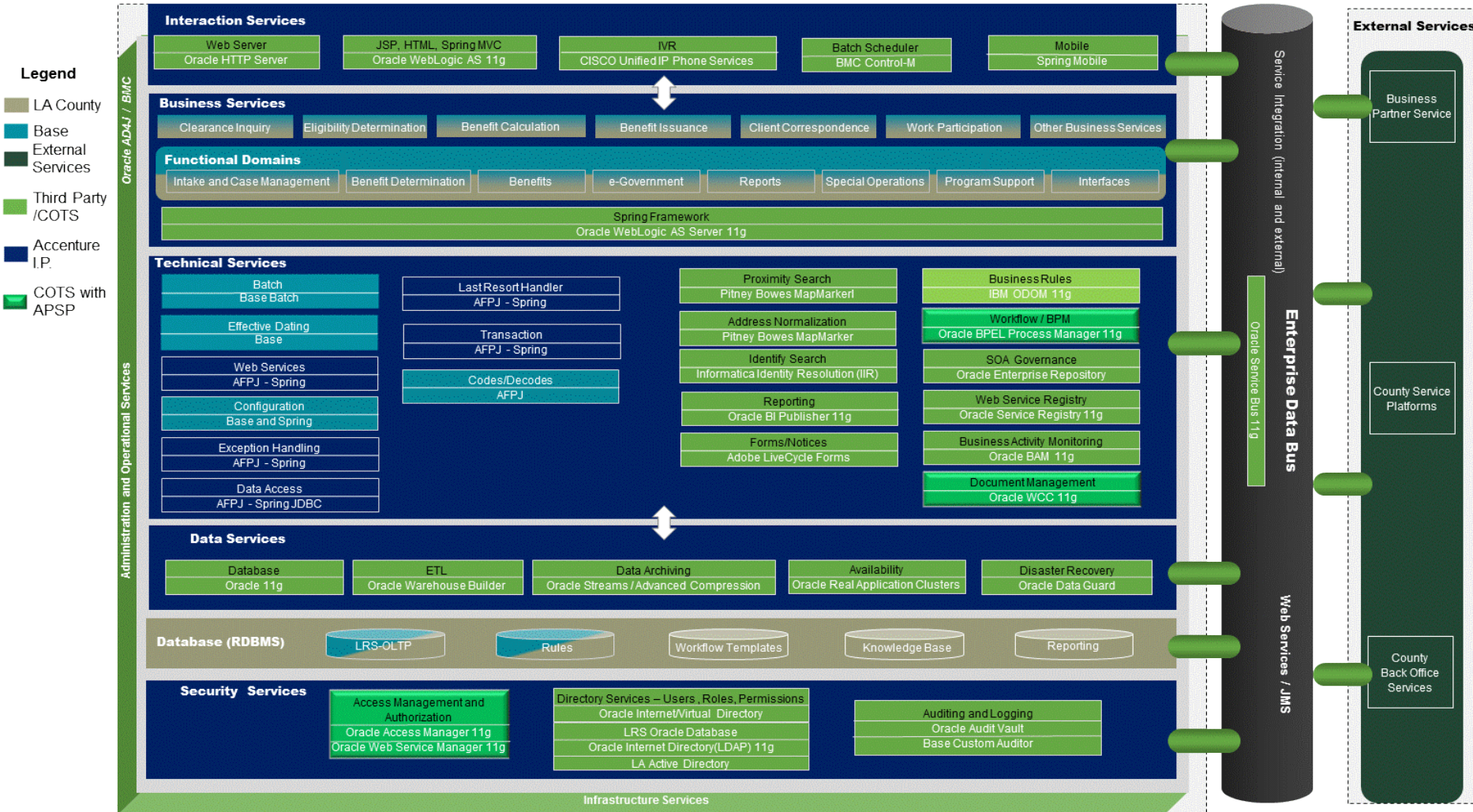
Execution Architecture



LRS Technical Solution



LEADER Replacement System



Technical Performance Goals & Measures



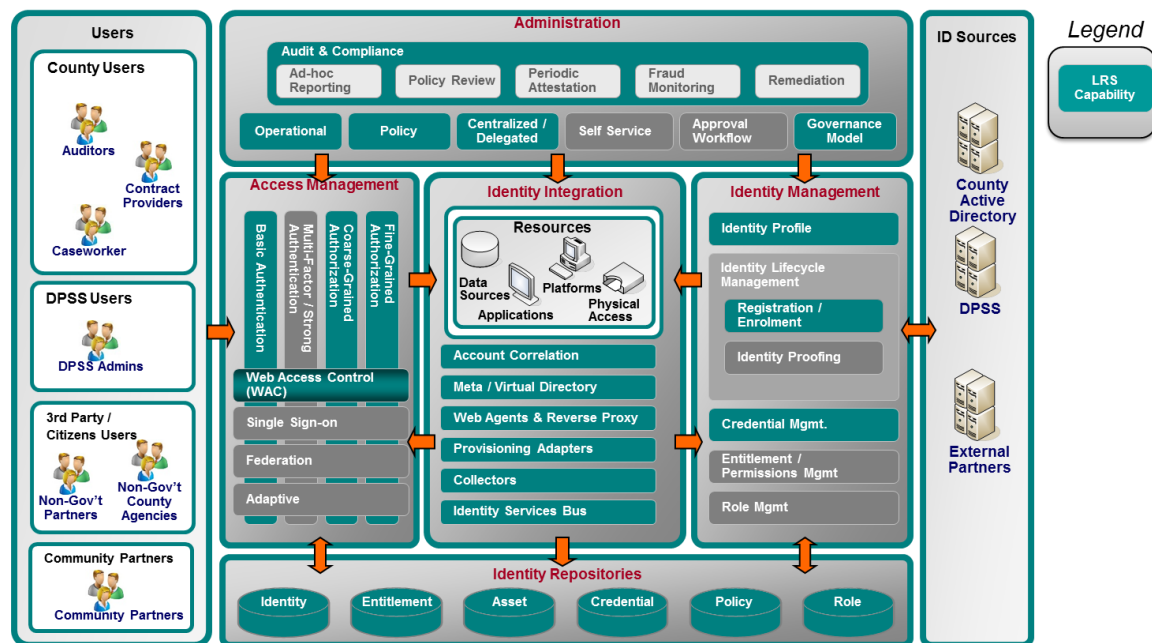
| Definitions | Timeframe |
|-------------|----------------------|
| Peak | M-F 9am – 4pm |
| Prime | M-Su 6am – 9pm |
| Off-Prime | M-Su 9:01pm – 5:59am |

| Performance Requirement | Usage Timeframe | % adherence | No. of Seconds adherence |
|---|-----------------|-------------|--------------------------|
| Daily LRS availability for online functions | Peak | 98 | |
| Daily LRS availability for online functions | Prime | 97 | |
| Monthly LRS availability for online functions | Off-Prime | 98 | |
| Monthly LRS availability for online functions - NON-PROD environment(s) | Prime | 98 | |
| Daily LRS availability - Training environment(s) | Prime | 95 | |
| Daily Screen to Screen Navigation response time | Peak | 98 | 2s |
| Daily Screen to Screen Navigation response time | Prime | 99.9 | 10s |
| Daily Screen to Screen Navigation response time | Off-Prime | 95 | 3s |
| Daily EDBC response time per each four months of EDBC calculation | Peak | 95 | 3s |
| Daily EDBC response time per each four months of EDBC calculation | Prime | 99.9 | 20s |
| Daily EDBC response time per each four months of EDBC calculation | Off-Prime | 95 | 5s |
| Daily Internet response time | Peak | 95 | 3s |
| Daily Standard Report response time | Peak | 95 | 10s |
| Daily Batch process Completion by 6 am | All | 99 | 6am |
| Daily refresh LRS Application SW Webpage response time | All | 95 | 3s |
| Daily LRS Application SW error notification response time | All | 95 | 3s |
| Daily Case Index lookup response time | All | 95 | 2s |
| Daily Unbounded Search response | All | 95 | 6s |
| Daily Local Print initiation - Font resident | All | 95 | 2s |
| Daily Local Print initiation - Font download | All | 95 | 7s |

Design Considerations: Application Security



The LRS application security architecture includes run-time functionality to enable and restrict access to the LRS application and its resources



The security services architectural components include:

- access - directory services
- access management of various user roles/groups into LRS,
- authorization levels providing the users the ability to access and execute their authorized functions
- audit and logging of application security and transaction history, and
- web services security

Security - Key Product Environment:

- Microsoft Active Directory (County)
- Oracle Access Management platform
- Spring Security Framework

- Oracle “Exa” Hardware
- 16 targeted environments
- Environment types and isolation

